



DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
102 MCNAIR DRIVE
FORT MONROE VIRGINIA 23651-1047

REPLY TO
ATTENTION OF

ATBO-C

7 November 2006 .

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: TRADOC Policy Letter 13, TRADOC Civilian Leader Development Program (CLDP)

1. This memorandum supersedes TRADOC Policy Letter 13, dated 3 March 2006.

2. I am totally committed to providing a civilian leader development program necessary to train and develop strong, adaptive, and innovative civilian leaders--leaders who are able to lead and manage change, think strategically, and represent the Army across organizations. As we rely more on the civilian force to lead in TRADOC, we must take action now to ensure there are high quality leaders at all levels.

3. Implementation of the TRADOC Civilian Leader Development Program (CLDP) (encl) will ensure development of our civilian force through the following:

a. Civilian Education System (CES). This is the centerpiece of civilian leader development. TRADOC civilians will attend the CES courses consistent with Army policy. All civilians, GS-05 or equivalent, will complete the CES Foundation Course within 6 months of assignment to TRADOC.

b. Supervisory Development Course (SDC). SDC is a mandatory online correspondence course for all newly appointed supervisors (military and civilian) of civilian employees. SDC includes two subcourses to complete within 6 months after appointment to supervisory positions. Supervisors may substitute the Human Resources for Supervisors, delivered by the Civilian Personnel Advisory Center, for the SDC online course.

c. Advanced Leadership Training (ALT). ALT provides continued leadership training after completion of CES courses.

d. TRADOC Senior Leader Development (SLD). This is a new competitive development opportunity, designed to prepare GS-14/15 or equivalent level employees for key leadership positions through centrally funded advanced training and developmental assignments. Competitive recruitment will begin in February 2007 with program start in June 2007.

e. Senior Level Assignment Opportunity. All GS-13 through 15 or equivalent vacancy announcements will be announced Armywide, as a minimum, and include payment of Permanent Change of Station

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costs. Cost will not be centrally managed. This is an investment we must make in TRADOC's future leaders.

f. Fellows Program. This is a new initiative that provides selectees an opportunity to participate in a 5-year training program with a target grade of GS-12/13. This program will assist us in developing a multifunctional and viable civilian force, supporting transformation and building the bench for the road ahead. TRADOC Centers of Excellence (COEs) will serve as training sites for TRADOC fellows. These non-career program interns will be developed to provide a trained and ready civilian workforce in our multibranch COEs. As each multifunctional COE stands up, a point of contact will be required to manage this program.

g. Greening Course. Each TRADOC School will establish a Greening Course for civilian GS-05 and above. This new initiative is intended to enable civilians to better understand how the field Army works. Civilian greening is a legitimate part of each civilian's lifelong professional development and leader development, appropriate to the civilian's career progression, and accrual of responsibilities over time. Greening can consist of many elements; however, as a minimum, must include at least a personal experience in an operational setting and field exercises. Recommend Greening Course be provided quarterly and consistent with the implementation plan. Greening Course should begin not later than June 2007.

4. Supervisors will develop Individual Development Plan (IDP) for each civilian supervised. The IDP will be updated during the employee's annual performance review.

5. Leaders and employees alike must make civilian leader development a top priority. Initiate review of your eligible candidates now to plan for future nomination opportunities. Developing civilian leaders is an investment in the future.

6. Victory Starts Here!

Encl



WILLIAM S. WALLACE
General, U.S. Army
Commanding

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(see next page)

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**TRADOC CIVILIAN LEADER DEVELOPMENT PROGRAM
IMPLEMENTATION PLAN**

1. **Objective.** Develop and implement a TRADOC Civilian Leader Development Program (CLDP) to ensure civilian supervisors are trained and developed into civilian leaders able to lead and manage change, think strategically, and represent the Army across organizations.

2. **TRADOC CLDP supports:**

a. Army's Review of Education, Training, and Assignment for Leaders (RETAL).

b. Army's Civilian Education System (CES).

c. TRADOC Campaign Plan, Major Objective 6-2 (Lead development of TRADOC Civilian Education and Leader Development Program).

3. **TRADOC CLDP specific requirements:**

a. **CES Leadership Courses:** Courses are progressive and sequential, requirements-driven, and delivered by mix of distance learning and resident training. CES implementation date scheduled for January 2007.

(1) Foundation Course (FC): New TRADOC civilian employees employed after 30 September 2006 must complete within 6 months of appointment. Employees employed before 30 September 2006 are not required to complete the FC and will receive credit for this course. This course is available by Distance Learning.

(2) Basic Course (BC): New supervisors and newly assigned Team Leaders must complete within 1 year of appointment. FC (or equivalent) is a prerequisite to the BC. Course credit, substitution, or equivalency will be consistent with CES policy.

(3) Intermediate Course (IC): Permanent supervisors appointed 5 years or less must complete within 2 years of appointment. FC and BC must be completed during the first year. FC (or equivalent) and BC (or substitution) are prerequisites to the IC. Course credit, substitution, or equivalency will be consistent with CES policy.

(4) Advanced Course (AC): Permanent first and second line supervisors must complete within 2 years of appointment. FC (or equivalent), BC, IC (or substitution for each) are prerequisites to the AC. Course credit, substitution, or equivalency will be consistent with CES policy.

(5) Military Supervisors of Civilians: May be admitted as Priority 2 and may attend BC, IC, and AC on reimbursable basis.

b. **Supervisor Development Course (SDC) or Human Resources (HR) for Supervisors:** SDC is provided as online instruction. HR for Supervisors is provided by local Civilian Personnel Advisory Centers (CPAC) and may substitute SDC. TRADOC supervisors must complete this mandatory training within 6 months of assignment as supervisor.

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c. **Advanced Leadership Training (ALT):** ALT provides continued development of senior leaders after completion of CES courses.

(1) Office of Personnel Management Leadership Program:

(a) Federal Executive Institute (FEI): FEI is a 4-week program developed for SES members and GS-15 or equivalent. FEI addresses the five Executive Core Qualifications (Leading Change, Leading People, Results Driven, Business Acumen, Building Coalitions/Communications). Participant receives 12 graduate credit hours.

(b) Office of Personnel Management Leadership Seminars: Seminars range from 1 to 2 weeks in duration and are designed for team leaders, supervisors, and managers.

(2) Defense Leadership and Management Program (DLAMP): DLAMP provides the framework for developing civilians with a Department of Defense (DoD)-wide capability, substantive knowledge of the national security mission, and strong leadership and management skills, thereby strengthening participant's potential to serve in key positions throughout the department. DLAMP is designed for GS 13-15 or equivalent employees. Centrally funded by DoD.

(3) Senior Service College (SSC): Army has six SSCs available for GS 14-15 (or grade equivalent) civilians (Air War College, Army War College, Army War College Distance Education Program, Industrial College of the Armed Forces, Naval War College, and National War College). Resident programs are 10 months in duration. SSC is centrally funded.

(4) National Security Management Course (NSMC): NSMC gives senior DoD leaders and managers an understanding of the factors and forces which shape national security strategy and policy. This 5 1/2-week course provided at Syracuse University, Syracuse, New York, is designed for SES members and GS-15 or grade equivalent civilians.

(5) Harvard University Program for Senior Executive Fellows (SEF): SEF builds executive skills in political and public management, negotiation, human resource management, policy making, organizational strategy, communication, ethics, and leadership. This 4-week program provided at John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts, is designed for SES candidates and GS 14-15 or grade equivalent civilians.

(6) Department of Defense Executive Leadership Program (DELDP): This 10-month program is designed specially for highly motivated GS 13-14 or equivalent DoD employees who have demonstrated outstanding leadership potential. DELDP provides an extensive exposure to the roles and missions of DoD and an increased understanding and appreciation of today's warfighters.

d. **TRADOC Senior Leader Development (SLD) (Pilot):** SLD will prepare GS 14-15 or equivalent level employees for key leadership positions. This centrally managed and competitive 2-year program will target 10 TRADOC students. SLD includes Advanced Leadership Training (Office of Personnel Management (OPM) Leadership Program, OPM Leadership Seminars, Senior Service College, National Security Management Course, Department of Defense Executive Leadership Program,

and Harvard Senior Executive Fellows) and developmental assignments. SLD will centrally fund tuition, travel, and per diem. TRADOC will announce competitive development opportunity February 2007 for start up in June 2007.

e. **Senior Level Assignment Opportunity:** Barriers must be eliminated to promote civilian mobility. Senior Level Assignment Opportunities will assist to achieve. Policy requires PCS payment for all GS 13-15 vacancies. To be managed by centers and schools.

f. **Fellows Program:** A 5-year program to attract, develop, and retain multiskilled experts for TRADOC Centers of Excellence (COE). Entry grade is GS-07 and target grade is GS-12/13. First 11-month training at Texas A&M, immediately followed by 12-month rotational assignments. ACTEDS funds first 2 years, TRADOC funds 3rd year, and organization funds 4th and 5th years. COEs will be used as training sites. Provide COE POC for management by 30 January 2007.

g. **Greening Course:** Each Center is to use existing training or establish new course designed to orient and connect newly appointed civilians, GS-05 and above, to the Army and mission of the employing school/center. TRADOC activities collocated or in close proximity will partner with schools for participation in Greening Course. Greening course is mandatory for new TRADOC civilian employees employed after course implementation. This course is also mandatory for all interns and Fellows participants. Course should be a minimum of 2 days in length, containing at least a personal experience in an operational setting or a simulated one that involves uniformed Soldiers, equipment and field exercises. Examples may include (1) spending time "in the field" with Soldiers performing their duties; (2) wearing fatigues, helmet, and combat gear; (3) participating in physical training; (4) dining with Soldiers in a dining facility; (5) observing a live fire exercise, preferably combined arms; (6) navigating an obstacle course; (7) observing unit maneuver training; (8) observing actual armored vehicles conducting maneuver and fire training; (9) riding in a simulator that is conducting maneuver and fire training, and (10) observing unit training. Greening Course should begin not later than June 2007 and provided quarterly.

4. **Employee's Training Records:** Employees are responsible to ensure training records capture completed training. Local CPACs may provide additional information and instructions to update the Defense Civilian Personnel Data System.

5. **TRADOC Civilian Leader Development Point of Contact:**

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